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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Director of Training

FROM : Deputy Assistant Director for Communications

SUBJECT: Career Corps Program, Memorandum dated 5 September 1951

DATE: 1 October 1951

1. In discussions concerning my memorandum on the Career Corps Program, I find that the term "commissioned services" as used by me has been subject to a bit of misunderstanding. Several people have inferred that I meant only a military officers corps like the U. S. Army or Navy. Such is not the case.

2. I had been advised that the term "commissioned services" applied equally to the Foreign Service of the State Department, the Public Health Service, the Coast and Geodetic Survey, the U. S. Coast Guard and the officers corps of the Army, Navy and Air Force. It was with this meaning in mind that the term was used. I find now that the State Department is not generally included.

3. It is my personal belief that the intelligence service of the United States should be an officers corps in CIA modeled along the lines of the Foreign Service of the State Department.

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# Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 5 September 1951

FROM : Director of Communications

SUBJECT: A Program for the Establishment of a Career Corps in the Central Intelligence Agency

1. In accordance with your verbal request, I am submitting comments on the proposal for the establishment of a career corps, although the Director of Communications was not included in the list contained in your memorandum of 7 August as one of the Offices requested to comment.

2. I concur in the principle of the establishment of a career corps for the Central Intelligence Agency. It appears to me that this is the only way by which the United States can obtain and retain a group of individuals experienced in the complex and difficult field of intelligence. I think this is particularly true with regard to those who must become proficient in the highly specialized technical fields which are basic to a successful intelligence organization.

3. It is recognized that the referenced program is but the first step in the development of a career corps for the Central Intelligence Agency, but it appears to me from a casual perusal that it is more of an outline to be used for guidance in setting up standards of procurement, assessment, and training, than a basis for the establishment of a corps of expert intelligence officers for the United States.

4. By law the operating <sup>personnel</sup> elements of the Central Intelligence Agency, with the exception of certain facilities of the Office of Operations, are foreign service activities and as such require persons of high caliber and above average ability who are motivated by more than mere monetary return, and who are willing to spend a considerable portion of their lifetimes away from the United States. They must be willing to accept rotation of assignment between different parts of the world and between foreign countries and Washington with the resultant disruption of domestic arrangements and the personal monetary loss which reassignments invariably involve. The operating offices must be able to move their personnel rapidly and often suddenly in order that ever-changing situations which occur throughout the world may be rapidly and adequately met.)

5. The Civil Service system, the practices of which the Central Intelligence Agency presently follows, does not adequately meet requirements for overseas service set forth above, and I do not believe that it is entirely adequate or provides a sound basis for the broad knowledge and experience required in the domestic offices.

6. The creation of a career corps should be based upon the establishment of an Intelligence Service modeled along the lines of the Foreign Service of the

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State Department, as modified by the recommendations of the Hoover Commission, or one of the commissioned services such as the Public Health Service, the Coast and Geodetic Survey or those of the Defense establishment. There should be no "palace guard." In other words, (all officer personnel should be required to continually rotate through tours of duty in the field, and at Headquarters, in order to gain a broad concept of the international intelligence operation and not lose intimate touch with the techniques and problems of field operations.)

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7. The principle difference between Civil Service and a commissioned service is whether the rank or grade, and consequent pay and authority, is in the job held or in the individual. (The only way that competent, effective intelligence specialists and executives can be created is by a program of rotation of assignment of duties through the years with the consequent enhancement of the individual's over-all knowledge and judgement. To effect such rotation and at the same time retain a high standard of morale, the grade or rank must be in the individual; hence, a so-called "commissioned service" or system similar thereto is a requisite.) There is also a strong psychological factor inherent in an officers corps which, if handled correctly, tends to increase effort to do well and retain membership. Properly handled, an esprit de corps can be built up which will increase the effectiveness of the organization and provide a motivation beyond the monetary and security benefits obtainable.

8. In order for the United States to have an effective Intelligence Corps, individuals must be willing to give up the major portion of their lives to this work with all its hazards, inconveniences and anonymity. The several benefits listed in Appendix Q of the proposed career program do not offer a sufficiently strong inducement to obtain and to retain personnel of the caliber necessary for the successful prosecution of the national intelligence effort over the years. As set forth in Appendix Q, a question arises in my mind as to the actual availability of the benefits outlined. To insure the retention of suitable individuals throughout the working years of their lives, equal or greater benefits than now available to the officers of the services referred to previously must be offered.

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9. The referenced document does not appear to lay the basis for an officers corps but rather to endeavor to adapt civil service and civilian business personnel procedure to CIA's needs. I do not believe that this is a sound approach.

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10. To summarize, it is my opinion that

a. The establishment of a career corps is essential to the successful prosecution of the activities of the CIA.

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b. Civilian personnel practices or those of the Civil Service system are not suited for an intelligence service career corps.

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c. Adequate inducements and benefits are not provided in the proposed program contained in the referenced document. ①

d. An Intelligence Service should be established modeled along the lines of the State Department's Foreign Service or the commissioned services of the military establishment, with equal or greater benefits. ⑥

11. It is recommended that

(1) The material in the referenced paper be utilized for establishment of standards for personnel procurement, assessment and career training. 0

(2) A project be initiated to study the various existing officer corps and commissioned services with a view to taking the best from each and preparing necessary legislation for establishment of an Intelligence Service for the United States of America within CIA. 6

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